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A MARKETING ANALYSIS OF THE GROWTH  
TRANSITION OF THE BIG MOUNTAIN

By

Bruce H. Quande

B.S. University of Montana, 1967


Presented in partial fulfillment of the requirements for the degree of

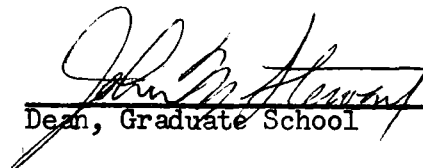
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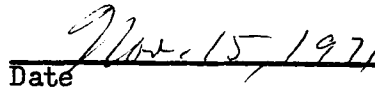
UNIVERSITY OF MONTANA

1971

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## TABLE OF CONTENTS

CHAPTER	PAGE
INTRODUCTION . . . . .	1
I. THE BIG MOUNTAIN AND WINTER SPORTS, INC. . . . .	2
Ski Lift Facilities . . . . .	2
Winter Weather Conditions . . . . .	3
Ski Patrol and Ski School . . . . .	4
Buildings . . . . .	5
Land . . . . .	6
Summer Activities . . . . .	6
Transportation Facilities . . . . .	7
Outlook for the Future . . . . .	9
Hypothesis . . . . .	9
Significance of the Study . . . . .	11
Significance of Literature in the Field . . . . .	11
Methodology of Research Procedure . . . . .	11
Questionnaire Breakdowns . . . . .	15
II. ORIENTATION TO THE APRES-SKI PROBLEM . . . . .	16
Apres-Ski Trends at Super Resorts . . . . .	16
Big Mountain's Apres-Ski Problem . . . . .	17
Present Apres-Ski Life on Big Mountain . . . . .	18
III. TYPES OF SKIERS USING THE BIG MOUNTAIN . . . . .	22
The Big Mountain Skier . . . . .	22
His Personal Profile . . . . .	22
His Economic Profile . . . . .	24

CHAPTER	PAGE
His Commitment to Skiing . . . . .	25
His In-Resort Characteristics . . . . .	27
Transportation and Origins . . . . .	28
Summary . . . . .	30
IV. AN ANALYSIS OF GUEST OPINIONS OF PRESENT APRES-SKI LIFE . .	32
Improvements . . . . .	36
Open Question . . . . .	38
Higher Price on a Ski Week Package . . . . .	40
Summary . . . . .	42
V. ANALYSIS OF GUEST REACTIONS ON FUTURE APRES-SKI ACTIVITY . .	44
Apres-Ski Music Entertainment . . . . .	44
Atmosphere of Lounge and Bierstube Facilities . . . . .	47
Apres-Ski Recreation . . . . .	48
Summer Activity . . . . .	49
Day-Care Center . . . . .	50
Summary . . . . .	51
VI. CONCLUSIONS AND RECOMMENDATIONS . . . . .	53
Conclusions . . . . .	53
Recommendations . . . . .	58
BIBLIOGRAPHY . . . . .	62
APPENDIX A . . . . .	64
Questionnaire . . . . .	65
APPENDIX B . . . . .	68
Contingency Tables	
1. Apres-Ski . . . . .	69

## PAGE

2. Open Question on Expand Apres-Ski . . . . .	69
3. Willingness to Pay More for a Ski Week Package . . .	70
4. Apres-Ski Expenditure . . . . .	70
5. Music Entertainment--Piano Bar . . . . .	71
6. Music Entertainment--Soft Rock . . . . .	71
7. Music Entertainment--Folk . . . . .	72
8. Music Entertainment--German . . . . .	72
9. Music Entertainment--Dixie . . . . .	73
10. Music Entertainment--Hard Rock . . . . .	73

## INTRODUCTION

The primary purpose of this thesis is to provide insight to Winter Sports Inc. of guests' opinions on present apres-ski activities offered on the Big Mountain. The Big Mountain has experienced changing growth patterns in recent years and new contingencies anticipated in its future point toward more rapid change. Railpax, the nineteen year old drinking law in Montana, and the Big Mountain Development Corporation from Seattle, Washington, will create dynamic changes in respect to Big Mountain's future environment.

The scope of this study is to survey the opinions of previous guests in an attempt to determine what steps management should take in adjusting its apres-ski activities in line with the characteristics of this growth transition. In order to set the scene for this study, and to serve as an aid in the interpretation of its findings, the following chapter will describe Big Mountain and Winter Sports Inc. and its growth transition.

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\* Apres, meaning after. Apres-ski includes all activities skiers and non-skiers participate in at a ski resort outside the realm of skiing.

## CHAPTER I

### THE BIG MOUNTAIN AND WINTER SPORTS INC.

#### AND ITS GROWTH TRANSITION

Big Mountain is located in the Whitefish Range of the Rocky Mountains in northwestern Montana, and reaches an altitude of seven thousand feet. The Big Mountain ski resort, located eight miles north of Whitefish, Montana, on the south side of the mountain at approximately the 4,750 foot level, has been owned and operated by Winter Sports, a Montana corporation since 1947, the year of its incorporation. In 1949 and 1951 the Big Mountain was the scene of the National downhill, slalom and combined skiing championships, and in 1955 and 1962 the Junior National championships were held at the resort.<sup>1</sup>

The Big Mountain has experienced a steady increase in the number of skiers using its facilities. During the period from 1957-1958 to 1970-1971, lift tickets sold yearly at the Big Mountain increased from 26,700 to 68,392.<sup>2</sup>

#### Ski Lift Facilities

The skiing facilities of the resort consist of over twenty miles of ski slopes and ski trails with access to these slopes and trails by various types of lifts including: a double chair lift 6,880 feet long and rising 2,200 feet, a t-bar lift 2,100 feet in length having a

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<sup>1</sup>Winter Sports Inc. Prospectus, 1970. p. 3.

<sup>2</sup>Number of Skiers--Comparison, 1957-1971, Winter Sports Inc., 1971.



vertical rise of 400 feet, and a poma lift 1,800 feet in length having a lift of 325 feet. Smaller lifts include a "Mitey-Mite" cable lift and a rope tow. Winter Sports Inc. in 1968 constructed a second chair-lift. The Heron-built double-chair project is approximately 3,840 feet in length and has a lift of 1,114 feet. The corporation erected the lift at a cost of \$200,000. Winter Sports owns all of the lifts except the big double-chair lift, which is leased. The Big Mountain is the only ski resort in Montana that operates its ski facilities on a seven hour daily basis throughout the entire ski season.<sup>3</sup>

The resort offers a wide assortment of excellently groomed runs as well as unlimited cross-country runs for deep-powder skiers. Groomed runs offer a balance of inclines to accommodate expert, intermediate, and novice skiers. Slopes are groomed through utilization of mechanical snow conditioning. The firm presently has three automated sno-cat packing machines.

#### Winter Weather Conditions

For the period 1947 through 1970, the Big Mountain ski facilities have operated during a winter season averaging 141 days, commencing about November 20th. The Big Mountain is considered to be in the "powder snow" belt, and powder snow occurs usually from December through March. In April the resort normally experiences "corn" snow. The Forest Service has been taking complete snow measurements on Hell Roaring Divide Snow Course, located midway on the mountain, since 1967, and

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<sup>3</sup>Wintertime! Funtime in Montana (published by the Advertising Department, Montana Highway Commission), pp. 3-4.

the average snow measurements to date for the past three years have been as follows:<sup>4</sup>

January 1 - 54 inches

February 1 - 77 inches

March 1 - 83 inches

April 1 - 82 inches

May 1 - 70 inches

May 15 - 58 inches

June 1 - 24 inches

During the winter season the temperature is approximately 20 degrees Fahrenheit, and seldom drops below zero. There is little wind at Big Mountain, and an average of 40 to 60 percent of the days have been clear with sunshine, the remaining being overcast usually with snow, or rarely rain.<sup>5</sup>

#### Ski Patrol and Ski School

The Big Mountain is the only resort in Montana with a professional Ski Patrol, and it also has a certified Ski School. Karl Hinderman is the director of the school, which has one of the finest reputations in the western states. It is a seven-day-week ski school, and it teaches the modern American technique. Combined with the Ski School is the Ski Shop, which provides equipment sales and rentals.

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<sup>4</sup>Winter Sports Inc. Prospectus, Winter Sports Inc., 1970, p. 8.

<sup>5</sup>Ibid.

### Buildings

In addition to its skiing facilities, Winter Sports owns the Lodge, Chalet, Alpin Snack, Ski Shop, other outer-buildings, and a new Bierstube which the corporation is acquiring under an installment sales contract. The Bierstube and the Ski Shop are leased and operated by concessionaires. The new Bierstube was constructed in 1967, and the new Ptarmigan Lounge was extended from the Lodge in 1968.

Winter Sports owns and operates the Chalet and Lodge. The Chalet contains twenty-two guest rooms, which can accommodate sixty guests, and the Lodge has twenty-one guest rooms and can room sixty guests. The Chalet has one dining room, which seats seventy-nine persons, and the Lodge has a dining room seating 138 persons, plus a cafeteria seating 112 guests.

There are presently five motels, five resorts on Whitefish Lake, and one hotel, all in or near Whitefish, representing a total of approximately 100 units, which can accommodate about 680 guests. Winter Sports has reservation booking arrangements with these lodging facilities, and guests visiting the resort currently constitute the principal source of winter business for these facilities.

Eleven private Alpine Village homes have been built on land sold by Winter Sports adjacent to the resort facilities. On September 1, 1965, Winter Sports agreed to sell thirty-two lots to Mark III, Inc., for the construction of vacation homes for \$1,000.00 per lot plus half of the profit on the sale of the thirty-two lots.

In 1968 a new fifty-four unit condominium, the Alplinglow Inn, was constructed. In addition to the fifty-four units, the Inn also

contains lounges, sauna baths, a gift shop, a kitchen, and dining room with capacity for 120 guests. The Inn is under a limited partnership arrangement, and Winter Sports is the general partner. Individual unit owners are limited partners on a unit basis, somewhat as apartment residents in large metropolitan areas own their own units. The distinctive difference at the Alpinglow is that unit owners are limited in residence during the actual ski season. The units otherwise are rented to skiers, vacationers, and convention guests. Winter Sports' duties as a general partner are to conduct the business of the partnership, and to account for partnership profits or losses to the limited partners.<sup>6</sup>

#### Land

All the buildings, the base facilities, lower portions of all lifts, the lower portions of slopes, and trails are located on approximately 440 acres owned by Winter Sports. The upper portion of the slopes and trails, and the upper portion of the lift facilities are located in the Flathead National Forest, owned by the United States, and operated by the U. S. Department of Agriculture Forest Service. Winter Sports has rights to use approximately 1,072 acres under a special use permit, and a term special use permit expiring at the end of 1980. Winter Sports has no reason to anticipate either the revocation of the special use permit or the failure of the Forest Service to renew the term special use permit.

#### Summer Activities

During an approximately sixty-day summer season from the first

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<sup>6</sup>"The Alpinglow Inn, A Condominium," 1968, p. 2.

of July through Labor Day, the firm has been encouraging the holding of small conventions or business meetings at Big Mountain. During the summer of 1970 there were ten conventions or business meetings involving overnight stays by those attending from two to four days. These meetings included from twenty-two to sixty people, all of whom were fed and housed at Winter Sports facilities. With the construction of the Alplinglow Inn, the firm hopes to be able to attract a greater number of persons during the summer season. Big Mountain's proximity to Glacier Park, Whitefish and Flathead Lakes, and other scenic recreation areas, makes it an attractive convention site.

#### Transportation Facilities

Whitefish is located on U. S. Highway #93, and is eight miles west of U. S. Highway #2. The Big Mountain facilities are eight miles north of Whitefish, served by a partially unpaved but oiled road maintained by Flathead County.

Whitefish is on the main line of the Burlington Northern Railroad linking Chicago, Illinois, to Seattle and Spokane, Washington, and Portland, Oregon. Whitefish is approximately fourteen hours by rail from Seattle and Portland, and approximately twenty-nine hours from Chicago. The eastbound and westbound trains stop each day at Whitefish.

Since the 1958-59 winter season, skiers arriving by rail have increased from 746 skiers in 1958-59 to 4,419 skiers in the year 1970-71, with each year showing an increase. The arrivals from the east have increased from 296 to 1,085 during this period, and the

arrivals from the west have increased from 450 to 3,039.<sup>7</sup>

The Burlington Northern Railroad has cooperated with the resort in the form of sharing advertising expense, giving publicity, communications, and booking assistance. The Big Mountain has the largest sales force of any winter resort in the nation, due to these cooperative outlets through the Burlington Northern passenger offices throughout the United States and Canada, as well as a ten-year working relationship with major travel agencies nationwide.<sup>8</sup>

The resort is located sixteen miles by road from the Flathead County Airport, which is served by Air-West airlines, with one flight each day from Seattle, Portland, and Spokane in the west, and Great Falls, Montana, in the east. Winter Sports has experienced an increase in the number of charter flights bringing skiers into the area, but the number of skiers arriving by charter flight is not significant.

The preceding pages describing the growth transition of Big Mountain in the past definitely point to a pattern that should aid in a full understanding of its history. In recent years Big Mountain has exemplified the old adage that capacity is simply not a matter of the present. Its organizational structure has not remained fixed, but has experienced changing growth patterns. The resort has experienced an increase in the number of skiers using its facilities, and since 1965 has expanded its skiing core facilities by constructing a new double chairlift and expanding automated snow grooming. Lodging and building

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<sup>7</sup>Winter Sports Inc., "Skier Rail Arrivals," 1958-1971, and 1970-1971 Ski Season, p. 2.

<sup>8</sup>Agents' Guide, "The Big Mountain," pp. 42-43.

facilities have also been expanded tremendously in this five-year period. The old lodge has been expanded to include a new lounge, a new Bierstube has been constructed, and the Alpinglow Inn has greatly increased the lodging capacity on the mountain.

#### Outlook for the Future

All future indications point to more growth at the resort. The Big Mountain Development Corporation in Seattle, Washington, is planning an expansion on Whitefish Lake. This fifteen million dollar investment will be a year-round resort community, ultimately housing 4,000 guests. The resort complex will consist of a condominium apartment village, a nine-hole golf course, a tramway, tennis courts, and beach facilities.

Formal announcement of the project was made in January, 1971, but no initial opening date for any of the facilities has been announced. This complex will have a profound effect in increasing the present lodging facilities adjacent to the Big Mountain.

Railpax may also create dynamic new changes in Big Mountain's future environment. This new railroad system could have tremendous impact in attracting skiers from large metropolitan areas served by the system.

In view of these changes, Winter Sports realizes they are encountering a new growth stage, and that apres-ski activities will have to be adjusted accordingly.

#### Hypothesis

The hypothesis of this study is: Big Mountain must implement new apres-ski activity in adjusting operations in line with the characteristics of its growth transition. The mountain has experienced both

growth and change in recent years, and all indications point toward more growth in the future. The resort has grown from a small traffic resort, whose major target market was the surrounding area, to an integrated resort, with lodging accommodations appealing to skiers from other counties and states. At the present, apres-ski activity at the mountain is low keyed. In light of activity growth on the mountain, apres-ski activity will have to be expanded to accommodate an increase in the number of guest skiers lodging at the mountain and in the Whitefish Lake vicinity.

The purpose of the research design is to survey opinions of previous guests in an attempt to pinpoint how these skiers regard present Big Mountain apres-ski life, and what changes they would like to see in the future. If the Big Mountain is to achieve a degree of smoothness in this transition, it must understand the motivations of its guests far better than it does now. A well-focused market research survey can help to overcome this barrier, and that is the purpose of this paper.

The writer's interest in the resort stems from 1967-68 experience in the Ptarmigan lounge. While employed in the lounge, he had the opportunity to discuss with guests the facets of Big Mountain apres-ski life. During these conversations, he discovered that there seemed to be a consensus on the part of guests that apres-ski activity offered by the resort was very inadequate. Management also was aware of the apres-ski problem, and of the benefits that could be derived from a marketing analysis of it.



### Significance of the Study

Winter Sports Inc. is greatly interested in the findings of this research, and the implications the conclusions might have. The corporation has financed the questionnaire survey, and direct action in implementing new activities will be taken accordingly, depending on the actual results of this research.

### Significance of Literature in the Field

Winter Sports Inc. has researched average guest stays and transportation routes of their guests; however, no prior research has been attempted in the past to survey guests' opinions on apres-ski activity. Secondary sources utilized have been concentrated on primarily to reflect upon the resort's history and background. Other secondary sources have been used to set up guidelines for methodology of research procedure. In setting up the questionnaire and the sampling design, Julian Simon's Basic Research Methods in Social Science, and Marketing Research, by Harper Boyd, Jr., and Ralph Westfall, were utilized. Ski studies referred to consisted of the Vail Skier Customer Survey, done in 1969 at Vail, Colorado, and the 1970 Sun Valley Survey. Skiing Trends and Opportunities in the Western States was used to supplement methodology procedures used by the Vail and Sun Valley marketing departments.

### Methodology of Research Procedure

The research procedure consists of primary research through the utilization of a questionnaire survey. The questionnaire's main concentration is related to apres-ski activity. Questions are designed to

concentrate on this phase, and not the technological skiing core itself. The technicalities of ski hill maintenance and operations do not allow for objective opinions by guests, and thus are not conducive to an in-depth study. It is necessary, however, to pinpoint guests' opinions on the skiing core in order to relate significant findings to apres-ski activity and these questionnaires have been designed accordingly.

The preparation of the questionnaire to relate it to the apres-ski problem was accomplished through actual interviews with the managers of all the various facilities on the Big Mountain. The choice of questions included have been compiled from this writer's own interpretations of what these managers would like to know about the particular problems of their specific segment. The questionnaire has been designed to serve two functions: to translate research objectives into specific questions the guests can answer, and to motivate guests to cooperate with the survey and furnish the information correctly. In order to motivate guests to cooperate in the survey, two methods were utilized: (1) each person filling out a questionnaire was eligible to win a free ski week on the Big Mountain during the coming 1971-72 ski year, and (2) enclosed stamped return envelopes were included in each envelope along with the questionnaire. In order to place a specific time limit on the questionnaires, a deadline date of May 5, 1971, for the drawing of the winner was stated.

The questionnaires consisted of two legal size sheets of paper and no cover letter was included. This was essential in order to limit mailing costs to twelve cents per letter. Two paragraphs stating the purpose of the questionnaire were included on the front page. The plan

behind these paragraphs was to develop rapport with the respondent in explaining to him that he would have the opportunity to express his opinions on the Big Mountain. A copy of the questionnaire is included in Appendix A.

Big Mountain attracts two specific types of skiers. Like the traffic resort it attracts weekend and weekday skiers from the community. The majority of these skiers utilize the actual skiing facilities during operating hours, and return to their homes at night. The second type of skier is the overnight or vacation skier who uses both the skiing facilities, plus lodging and dining facilities. The skiers falling into this classification stay on the mountain overnight, and are the primary users of apres-ski facilities. It is for this specific reason that emphasis is concentrated in this research on only those guests who utilize Big Mountain and Whitefish lodging facilities.

Names and addresses of guests staying at these lodging facilities were picked from a guest mailing list. Mailing lists are very extensive at the Big Mountain and are backlogged over a period of years. A two year mailing list from 1969-70 and 1970-71 has been utilized for convenience. Not only has this list been used as a universe for convenience, but management feels it is an exacting universe for the purpose of the study. New apres-ski facilities have been built on the mountain in the last two years as previously mentioned. Winter Sports is interested only in the opinion of these guests on present apres-ski activities. Guests' opinions in years past would not be appropriate in appraising new developments during this period.

The total of the mailing list utilized was 4,350. Every fifth

person on the mailing list was selected in order to provide a random sample of the universe. A total of 870 questionnaires were mailed. Response totaled 440 for a percentage response of 50.5 percent.

Four basic statistical indicators have been employed in the observations in this research: the percentage, the arithmetic mean, the confidence interval, and the contingency table. All confidence intervals utilized are estimated on a 95 percent level.<sup>9</sup>

Contingency table analysis has been utilized instead of using correlations. For clarification purposes, and as an aid in the interpretation of statistical findings, it is necessary to briefly describe contingency table analysis. The contingency table is basically the same type of indicator as the correlation. The contingency table is a major analytical technique used in an analysis of count data to determine the independence or dependence of observed events. The contingency table is based on the critical value of chi square. If the actual tabulation of the table is less than chi square, the two variables are independent. If the tabulation is more than the actual value of chi square, the variables are dependent.

Example:

Minor Hypothesis: Is preference for German music related to respondents' age groupings:

Critical value of chi square -- 11.1

Degree of acceptance or rejection -- 20.4

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<sup>9</sup>C. Mack, Essentials of Statistics for Scientists and Technologists (New York: Plenum Press, 1967), pp. 99-101.

The tabulation here exceeds the sum of chi square, therefore, the minor hypothesis is accepted. If the tabulation had been less than chi square, the minor hypothesis would have been rejected (no dependent relationship).

#### Questionnaire Breakdowns

	<u>No. Mailed</u>	<u>No. Returned</u>	<u>Percent</u>
Montana	109	46	42
Minnesota and Eastern states	163	112	69
Washington and Western states	598	282	48
Total Response		50.5%	

The management staff of Winter Sports Inc. stated that a follow-up procedure could not be conducted without offending some respondents. A total of 185 out of the 440 questionnaires that were returned did not include return addresses. In a remailing, a portion of those guest who did return a questionnaire would have been recontacted. The firm feels that it overloads its clientele with numerous promotional materials throughout the year, and did not want to antagonize them in any way with follow-up mailings. Management realized the importance of a follow-up in limiting non-respondent bias, but was unwilling to cooperate in view of the high initial response, and possible harm to customer relations.

## CHAPTER II

### ORIENTATION TO THE APRES-SKI PROBLEM

There are basically three different types of skiing facilities: the traffic resort which is located near large population centers and caters to weekend skiers; the integrated resort operation which contains lodging and dining facilities; and the super-resort consisting of extensive facilities for winter recreation (apres-ski activities) including skiing. In the latter category are areas such as Jackson Hole, Wyoming; Sun Valley, Idaho; Vail and Aspen, Colorado, and Squaw Valley, California.

There has been a definite trend in recent years toward expansion of super-resorts. Many of these super-resorts have not only expanded extensively in all forms of winter recreation, but have developed into year-round recreation centers to realize an adequate return on their capital investment in lodges and lifts.<sup>10</sup>

#### Apres-Ski Trends at Super-Resorts

Super-resorts such as Sun Valley and Aspen offer summer recreation activities including: golf, tennis, horseback riding, fishing, water sports, hiking trips, and guided tours. Apres-ski activity during the winter season includes both apres-recreation sports, as well as indoor entertainment. Apres-ski sports include activities as snowmobiling, sledding, ice-skating, and swimming. Indoor recreation

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<sup>10</sup>Skiing Trends and Opportunities in the Western States, Economic Development Administration, U. S. Department of Commerce, 1967, p. 22.

centers around game rooms, live entertainment, and discotheques featured in resort lounge facilities. More year-round super-resorts offering a variety of year-round recreation have been appearing on the scene, such as Hugh Hefner's Playboy Club in Geneva, Wisconsin, and Chet Huntley's Big Sky project in southwestern Montana.

#### Big Mountain's Apres-Ski Problem

Winter Sports Inc. presently considers the Big Mountain to be an integrated resort, and as such it competes for vacation ski customers with super-resorts, other integrated resorts, and to a lesser extent, the traffic resorts. The areas nearest the Big Mountain are the Snowbowl in Missoula, Montana, 129 miles away, and Schweitzer Basin, 180 miles away in Sandpoint, Idaho, both of which are classified as traffic resorts. Winter Sports considers the resort's primary competitors to be Sun Valley, Schweitzer Basin, the Colorado ski areas, and Crystal Mountain near Enumclaw, Washington. Most areas in competition with the Big Mountain are in close proximity to such large metropolitan markets as Seattle, Denver, and California, and most of these competitors have greater financial resources than Winter Sports.

Winter Sports has experienced rapid growth in the past five years, and all indications point to the fact that it is presently in a growth transition from an integrated ski resort to eventually a super-resort. Although this growth is evident in the expansion of the multiple facilities offering services in skiing and lodging accommodations, Winter Sports has been financially limited in implementing new apres-ski activities, and adjusting its expanding operations in line with the characteristics of this growth transition. If Big Mountain is

to be successful in this transition, apres-ski activities will have to be implemented accordingly to cope with major competitors.

### Present Apres-Ski Life on Big Mountain

After the lift facilities shut down on the Big Mountain, apres-ski activities start. Apres-ski entertainment centers around the Ptarmigan Lounge in the Lodge and the Bierstube. The apres-ski atmosphere includes drinking, and informal skiing relaxation in these facilities. The cocktail lounge and Bierstube feature parties, live entertainment, and other activities.

Winter Sports Inc. builds its apres-ski activity around this night life core. The following excerpt is a copy of the Weekly Bird, which is a weekly edition published by Winter Sports Inc. It is given to guests each week to provide them with apres-ski information during their vacation stay. Its inclusion here is perhaps the best way to portray a vivid picture of the apres-ski activity on the mountain.

### THE WEEKLY BIRD

#### SPRING ACTIVITY SCHEDULE FEATURES RETURN OF HEADLINER TRIO

The singing and dance music group of "DEVLIN, MACDONALD, and WHERE THE HECK IS THAT OTHER GUY," return to the Big Mountain this week starting Tuesday, with nightly stints in the Ski Lodge's quaint, famous, and noisy "Ptarmigan Room". Meanwhile, other worthwhile nightly activities are coming off the planning board, with the reckless abandon of a poorly worked out social schedule, as follows:

MONDAY: After skiing, it's time once again for the weekly "Happy Hour" in the Bierstube. Last week's event, featuring free beer, was so successful that it might not have been ever held again, except for the heroic perception of Lee Swenson, Bierstube Manager, who stated: "Why Not?" Be there adults; this is a must (Rated "X") 5:00 PM.



TUESDAY: The editor's day off so we weren't going to do anything until intrepid Business Manager, John Coffee murmured: "We are forging ahead with "Devlin, MacDonald, & I," a great trio group that sings and laughs a lot, from 5-6 PM and again for your entertainment from 9-12:00 Midnight, but I may not be there because I have to be off the Mountain before dark as my Jeep is afraid and swerves a lot."

WEDNESDAY: We were going to have Bob Beck back for another sing-a-long, but last week's movie threatened to out draw him until the bulb in the projector burned out and he finished his act by falling off his bar stool from three feet into a wet towel. His act was so sensational, we thought we'd have more of "Devlin, MacDonald & I" again, and a movie. The film - 8:30 PM . . . Devlin MacDonald & I again from 9-12. If you stay over another week or more, Bob will once again sing for the ladies in their rooms (no balconies).

THURSDAY: Lifeboat Drill, conducted by area manager, Ed Schenck, just back from a successful run in Missoula where he appeared nightly at the Florence Hotel with the "Liabilities", a great group of area operators trying to figure out what happened last winter and whether they should bother trying it again. Devlin, MacDonald, & I are back again with a 5-6 PM and a 9-12 stint in the Ptarmigan Room.

FRIDAY: Today is the second from the last week for the running of the "FFGMSTD". A great race which requires little effort and earns a lot of fun for everyone. All guests are invited to register at their respective desks for this great race which will take place over the famous 18 gate course at 1:15 PM. Be there to race, or be there to cheer, but be there.

"Devlin, MacDonald, & I" will play and sing again from 4:30 - 6:00 PM and from 9 - 12.

We hope you enjoy your skiing stay on The Big Mountain as much as we've enjoyed having you.

NOTE TO ALL GUESTS: Try and avoid the swampy portions of the parking lot. The alligators will emerge from hibernation this week, and eat only empty beer cans unless disturbed, whereupon they become enraged & eat only Volkswagons & Jeeps.<sup>11</sup>

This excerpt shows how present apres-ski life on the Mountain centers around this night life core. Winter Sports Inc. has encountered

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<sup>11</sup>The Weekly Bird, Vol. XXIV, issue #16, The Big Mountain, April 5, 1971.

various problems in respect to this area. They have been experiencing difficulty in providing necessary nightly live entertainment. This problem stems from a lack of different types of musical groups in close proximity to the area, and an age market segment clash problem. The Big Mountain attracts clientele in all age groups, and it is always difficult to feature and vary entertainment which will please all age segments. Local groups in northwestern Montana consist mainly of rock bands and country western groups; however, these two types are not in accordance with the tastes of all guests staying at the Mountain. Country western bands are not scheduled, but rock bands are featured occasionally. The Big Mountain also features Dixie and some folk music. The firm is interested in finding out what types of entertainment should be offered in these facilities.

The night life apres-ski entertainment caters to the over-21 age group as minors are not allowed in these facilities. The Big Mountain has a "family resort" type of image, and thus there are many teenagers and kiddies on the Mountain. Big Mountain has attempted to entertain this youth segment with movies, dances and game rooms including ping-pong, pool, and pin-ball machines. These activities are offered on a very small scale and are very limited. Thus, the Big Mountain has a problem in featuring apres-ski entertainment for these two groups. The 19-year old drinking law in Montana will be of tremendous significance in taking care of the 19 and 20 year old group, but the under 19 year old segment will remain a problem. A day care center for children is in the tentative planning stage, and the resort is interested in what other types of entertainment could be offered to accommodate young guests.

Winter Sports Inc. presently offers only limited apres-ski sports as aforementioned, as pool and ping-pong. The resort is limited severely in this capacity, and is interested in what other types of apres-ski sports the Big Mountain guests would like to see offered. Possibilities include a swimming pool, sledding, and ice skating rink.

Big Mountain offers convention facilities, chair lift rides, lodging accommodations, and meals during its summer season. The area, as all areas, is realizing the importance of year-round operations. The Big Mountain Development Corporation will have a tremendous impact on the resort's future in this respect. Big Mountain's adjacent location to Montana's major tourist area is also of great significance. Winter Sports Inc. is interested in guests' opinions on summer possibilities at the resort.

## CHAPTER III

### TYPES OF SKIERS USING THE BIG MOUNTAIN

This chapter has been included, in part, for the usual marketing reasons. Winter Sports Inc. needs factual customer information to facilitate the planning of future apres-ski activity. Although Big Mountain's market research in the past has been primarily concerned with where major market targets are located, average skier vacation stays, and modes of transportation arrivals, little was formerly known about the Big Mountain customer's demographics. No in-depth profile of Big Mountain's customer has been attempted until this current survey.

This information is necessary to focus objectively on vacation guest profile characteristics, and to determine preferences in apres-ski activity. But there is also an interesting secondary intent behind this study which will not be covered in this report. This information will be a tremendous aid to Winter Sports Inc. in planning the advertising, promotional planning, and service functions of the corporation.\*

#### The Big Mountain Skier

##### I. His Personal Profile

Age: Under 18 yrs.	2%	31 - 40 yrs.	28%
18 - 22 yrs.	9%	41 - 50 yrs.	27%
23 - 30 yrs.	25%	Over 51 yrs.	10%
Overall average age - 35 years.			

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\* Total figures include only Big Mountain's registered guests for the survey. They do not include downtown or day drop-in skiers.

## Confidence interval:

Low - 33.8 yrs.

High - 36.2 yrs.

## Marital Status:

Single - 24%

Married - 76%

## Confidence interval: (married guest)

Low - 71.9%

High - 80.1%

## Education:

High school or less 15%

1-3 years of college 20%

College graduate 20%

Graduate school 46%

The average Big Mountain skier has had 16 years of education.

## Confidence interval:

Low - 15.6 yrs.

High - 16.4 yrs.

## Profession: Actual number who marked category in descending order.

Medical	65	Self-employed	18
Engineer	48	Skilled labor	16
Sales-Marketing	34	Science	13
Student	33	Executive	10
Housewife	29	Clerical	10
Education	25	Accountant	9
Legal	25	Insurance	9
Management	19	Dental	9

Finance	9	Computer	5
Registered Nurse	7	Federal/State/City	5
Military	6	Farmer	4
Architect	6	Railroad	2
Real Estate	5	Other	5

## II. His Economic Profile:

### Income:

Under \$4,000	3%	\$10,000 - \$14,999	30%
\$4,000 - \$6,499	3%	\$15,000 - \$24,999	27%
\$6,500 - \$9,999	8%	Over \$25,000	29%

Average vacation skier earns \$20,184.00.

Confidence interval:

Low - \$19,854.00

High - \$20,514.00

### Expenditures:

In-week Big Mountain skier on vacation "Package Plan".

Average expenditure: \$152.00 per week

Confidence interval:

Low - \$139.34

High - \$164.66

\* Includes: lodging, lifts, ski school, Mountain  
Breakfast, lunch and dinner.

In-week Big Mountain skier not on package plan.

Average expenditure: \$90.69 per week

Confidence interval:

Low - \$81.40

High - \$99.29

\* Includes lodging and meals only.

In-week Big Mountain skier apres-ski expenditure.

Average expenditure: \$28.00

Confidence interval:

Low - \$25.60

High - \$30.40

### III. His Commitment to Skiing

Number of years a skier:

0 - 1 yr.	7%	11 - 14 yrs.	8%
2 - 5 yrs.	39%	15 - 19 yrs.	9%
6 - 9 yrs.	17%	20 - 29 yrs.	8%
10 yrs.	6%	31 - 40 yrs	6%

Average Big Mountain skier has skied for 9 years.

Confidence interval:

Low - 8 yrs.

High - 10 yrs.

Average number of years skied on the Big Mountain:

Average - 2.5 years

Confidence interval:

Low - 2.3 yrs.

High - 2.7 yrs.

Skiing ability:

Novice 25%

Intermediate 49%

Advanced/expert 24%

In the questionnaire no specific question was asked on skiing ability. The main reason for excluding it was to limit bias. The skier,

like most other sportsmen, usually has a strong tendency to over-evaluate his abilities. To prohibit dreams of glory from intruding into the pages of this skier survey another method has been utilized.

The U. S. Department of Commerce in the Skier Market Study of Northeastern United States and a U. S. Forest Service survey on western skiers have set up a criteria method for evaluating skiing ability. Skiers who have skied 1 - 2 years are considered in the novice classification; skiers who have skied 3 - 14 years are considered intermediate; and those who have been skiing over 15 years are considered as advanced/expert skiers.<sup>12</sup>

Family Skiing Size:

1 - 2 persons	22%
3 persons	15%
4 persons	26%
5 persons	19%
6 or more	17%

Average family size - 4 persons.

If married, does husband or wife ski?

Yes	90%
No	10%

Confidence interval:

Low - 92.8%

High - 97.2%

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<sup>12</sup>U. S. Department of Commerce, The Skier Market in Northeastern United States (Washington, D. C.: Government Printing Office, 1965), p. 5.



Number of dependent children that ski:

0 - 22%	4 - 9%
1 - 15%	5 - 2%
2 - 27%	6 - 4%
3 - 20%	

Average number of children per Big Mountain skiing family - 2.

#### IV. His In-Resort Characteristics:

The figures in this section are based on the 1970-71 ski season figures compiled by Winter Sports Inc.<sup>13</sup>

Length of stay at Big Mountain:

Montana Skiers:

1969-70 Montana skiers - 426

1970-71 Montana skiers - 711

1969-70 Average Montana guest stay - 3.01 days

1970-71 Average Montana guest stay - 1.94 days

With a registered stay plus 1 factor the 1970-71 average

Montana guest stay would increase to - 2.95 days.

Out-of-State Skiers:

1970-71 Out-of-state guests - 2,713

1969-70 Average individual guest stay - 4.4 days

1970-71 Average individual guest stay - 4.6 days

Group Skiers:

1969-70 Group skiers - 2,089

1970-71 Group skiers - 1,727

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<sup>13</sup>The Big Mountain 1970-71 Ski Season, Average Skier Days Visited.

1969-70 Average group guest stay - 2.98 days

1970-71 Average group guest stay - 3.35 days

Composite of groups, individuals and regions:

Average guest stay - 4.17 days

Type of lodging used:

Chalet and Lodge 29.9%

Alpinglow Inn 39.1%

Whitefish 18.8%

Alpine Homes 12.9%

Transportation and Origins:

Transportation:

1970-71 Ski Season - November-April - 114 day season

	<u>Number</u>	<u>Percent of Total</u>
Arrival by Rail	4,124	61.77
Arrival by Car	1,707	25.56
Arrival by Air	158	2.37
Arrival by Charter Air	245	3.67
Arrival by Charter Bus	<u>443</u>	<u>6.63</u>
Total	6,647	100.00%

Percent of skier train arrivals:

From the East	1,085	25.31%
From the West	<u>3,039</u>	<u>73.69%</u>
Total	4,124	100.00% <sup>14</sup>

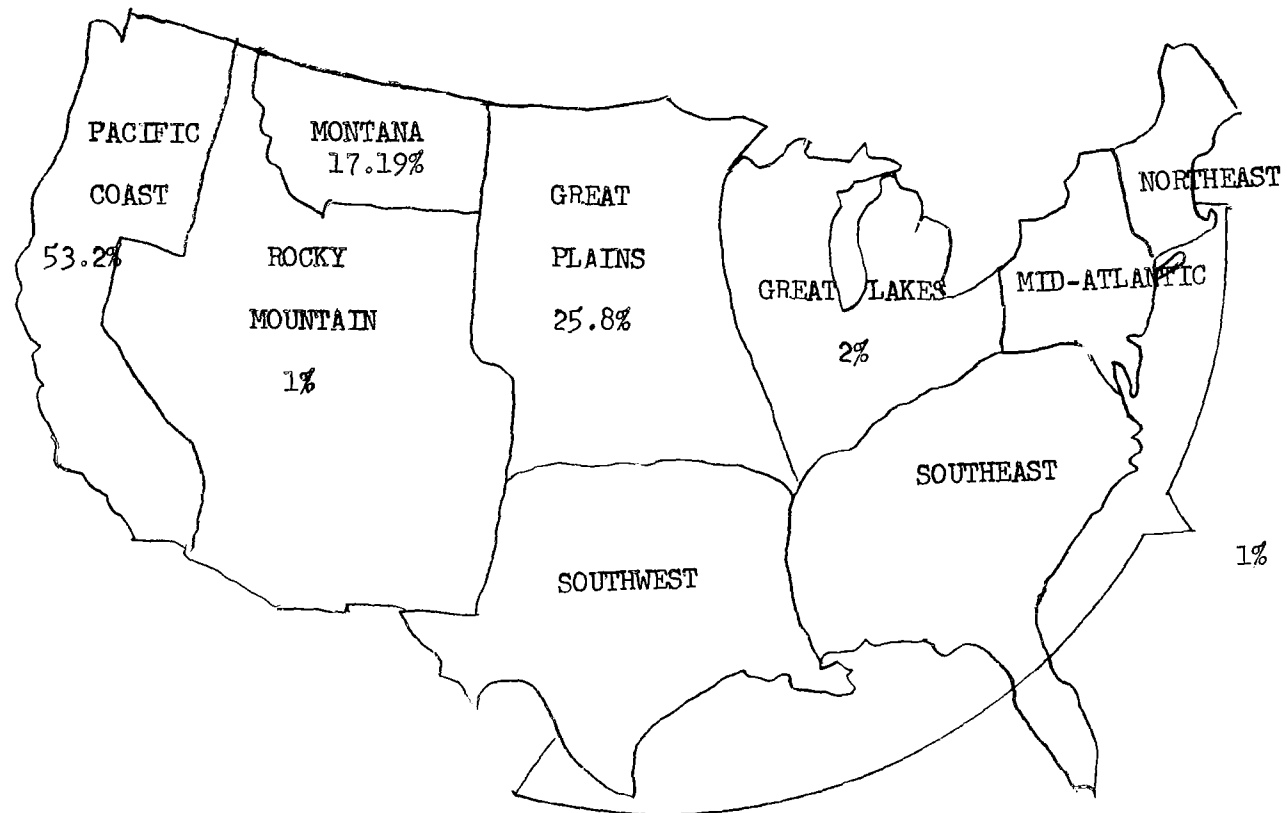
Place of Residence:<sup>15</sup>

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<sup>14</sup>1970-71 Big Mountain arrivals.

<sup>15</sup>Compiled from Big Mountain 1970-71 Guest Arrival tabulations.

MAP SHOWING GEOGRAPHICAL MARKET BREAKDOWNS



## Regions:

Pacific Coast	53.2%	Middle Atlantic
Great Plains	25.8%	Southeast
Montana	17.1%	Southwest
Great Lakes	2.0%	Northeast
Rocky Mountains	1.0%	Total of above 1%

## Major State Markets:

Washington	47.8%
Minnesota	20.9%
Montana	17.1%
Oregon	4.3%
North Dakota	4.3%

Summary

In general, there are no real surprises in the results of this first Big Mountain skier survey. These findings on his demographics, delineated for the most part, the type of guest that the Big Mountain has structured its planning for. But a few cherished conceptions held in the past will have to be examined closely in the light of the survey facts.

The Big Mountain skier's average age is approximately 35 years. He is approximately the same age as the hypothetical age of skier the Big Mountain has envisioned. Accounting for holiday and weekend incursions of students, this does not indicate a departure from the classic long-stay-resort guest pattern; however, there is an indication of a new trend at the Mountain. Twenty-five percent of the long-stay guests surveyed fell in the 23-30 age group. Apparently, higher incomes among

young college graduates, greater mobility, and increased vacation time have allowed a younger segment to participate in the type of winter resort vacation that once was only available to the affluent middle-aged group.

The Big Mountain skier classifications of 25 percent novice, 49 percent intermediate, and 24 percent advanced/expert reflects a true picture of the type of skier vacationing at the Mountain. The majority of skiers fall into the top two classifications. In response to the ranking questions which are included in the next chapter, Table II (p. 35) guests surveyed indicated that the two things they liked best about the area were: (1) skiing-hill grooming, and (2) no lift lines. The average Big Mountain skier has skied a total of nine years. It is apparent in these findings that the Big Mountain skier is a "serious skier."

As reflected in this survey, the Big Mountain skier is middle-aged (35), affluent (average income \$20,000), and well educated (average education 16 years). He is in most cases a family man, and his family is a skiing family. He is from the Pacific Coast, Great Plains, or Montana, and his average stay at the Mountain is 4.17 days. Even more significant, in respect to the resort package the Big Mountain offers, is his average of nine years dedication to the sport.

It is impossible at this stage of the research report to show an inference between the Big Mountain skiers' profile and the major hypothesis. These findings, however, are of great value in the following chapters in ultimately establishing variable associations in respect to the hypothesis. The following chapter will focus on the Big Mountain's skiers' apres-ski profile.

## CHAPTER IV

### AN ANALYSIS OF GUEST OPINIONS OF PRESENT APRES-SKI LIFE

This chapter is based on statistical tabulations from the apres-ski section in the survey questionnaire. Several questions related to present activity have been designed to focus on the Big Mountain guests' opinions of the status quo of its apres-ski life.

These questions are of major importance in respect to testing the major hypothesis. Statistical implications based on these questions will be of great significance in arriving at an eventual overall judgment on the working hypothesis.

Apres-ski life is primarily concerned with apres-ski entertainment and apres-ski sports, but it entails other essentials also. Although this chapter focuses on these two categories, it is also concerned with other elements pertaining to apres-ski life. These are elements which concern the apres-ski core, and are totally separate from the actual skiing core itself. These additional apres-ski elements include such classifications as: service, reservations, restaurants, shops, and bus service. Questions have also been designed to focus on apres-ski problems involving lodging facilities such as: noise, hot water, and prices. All of these categories pertain to the apres-ski problem of making vacation stays more convenient, comfortable, and fun for the Big Mountain guest.

In order to appraise present apres-ski life and to get an accurate picture of guest opinions, several different types of questions were asked.

Question #14. How would you rate our apres-ski life here?

TABLE I

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Better than elsewhere	33%
Same as elsewhere	35%
Worse than elsewhere	32%

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The intent behind this question was to compare apres-ski life at the Mountain with apres-ski life at other ski resorts. As mentioned in the second chapter, there are three basic types of skiing facilities: the traffic resort, the integrated resort, and the super-resort. Big Mountain is in the integrated resort classification. In a comparison of Big Mountain's apres-ski life to other resorts, one would expect it to be rated neither better than a super-resort, nor worse than a traffic resort, but instead falling into the middle integrated classification. This was exactly what the final breakdown on this question reflected. It would be safe to concur on the basis of these one-third approximates that present apres-ski life on the Mountain is very comparable to apres-ski life offered at other integrated resorts.

In a survey of secondary data on the actual size of integrated resort facilities, it was discovered that no formal reports have been compiled. Thus, it is impossible to compare the size of Big Mountain to other integrated resorts; however, in a survey of 223 major ski areas in the western states, ski area operators were polled to determine major factors inhibiting growth at their specific resort. In

this survey 82 reported that the major factor inhibiting growth at their resort was lack of adequate base facilities.<sup>16</sup>

In light of the expansion of the Big Mountain base facilities, it is evident that this factor is not important in inhibiting the resort's growth. There is no conclusive evidence that the Big Mountain has larger facilities than other integrated resorts; however, this is an indicating factor showing that it would have a plus rating in comparison to the growth of many integrated resorts.

As a ski resort experiences a changing growth pattern, it goes through a cycle: first of all, by concentrating on reducing inadequacies in its skiing core; second, by reducing inadequacies in its base facilities, and third, by reducing inadequacies in its apres-ski life. In order to appraise these three categories at the Big Mountain, the following question was asked:

Question #20. What do you like best about the Big Mountain?  
(Rank in order of preference). (See Table II, following page).

In all total there were twelve categories and twelve degrees of favorability on this question. Respondents were asked to rank their categories according to (1) first preference, (2) second preference, etc. The ranking procedure was too long, and the majority of respondents did not check all twelve groupings; however, respondents checked those groupings they favored the most. The tabulation procedure was done by taking the total number who checked each category, and then taking the total percentage of those who checked it in the top six

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<sup>16</sup>Skiing Trends and Opportunities in the Western States, Economic Development Administration, U. S. Department of Commerce, 1967, p. 69. Table 19.



TABLE II

	Percent	No. checking top 6 preference range
1. Skiing - hill grooming	98	367
2. No lift lines	96	298
3. Friendliness of employees	93	320
4. Beauty of area	88	284
5. Facilities of Big Mountain	80	206
6. Service	73	211
7. Restaurants	62	216
8. Atmosphere	64	187
9. Ski School	64	184
10. Apres-Ski	30	167
11. Bus Service	16	145
12. Shops	16	142

preference range. For example, 367 checked skiing on a rating of 1 - 12, but 98 percent checked it 1, 2, 3, 4, 5, or 6. There is a definite correlation between the percentage checking the top six preference range on each category, with the total number who checked it. Thus, the percentage checking each, and the total checking each, both demonstrate guest reactions to each category's final rating.

Skiing-hill grooming	Rank #1
Facilities of Big Mountain	#5
Apres-ski life	#10

These rankings demonstrate the fact that the resort has: (1) reduced the inadequacies of the skiing core, (2) reduced the inadequacies of its base facilities, and (3) has not completely reduced the inadequacies of its apres-ski life.

In respect to the other elements of apres-ski which serve to make the vacation stay convenient and fun for the Big Mountain guests: friendliness of employees was rated the highest (93% out of 320), service ranked sixth (73% out of 211), restaurants ranked seventh (62% out of 216); bus service (16% out of 145), and shops (16% out of 142) were ranked as the two lowest of the twelve categories.

#### Improvements

In interviewing the managers of the various segments on the Mountain, a list of their respective problems was compiled. Each manager stated specific problems that a majority of the guests had complained about during the 1970-71 ski season. The following question was asked to appraise the significance of each of these problems.

Question 21. What improvements would you suggest are needed on the Big Mountain? Check the ones that you feel need improvements.

The response on this question shows that out of the actual sample total of 140 guests, 251 checked expanded apres-ski for a percentage total of 57 percent. (See Table III, following page).

Confidence interval: Low - 51.4 percent; High - 62.6 percent.

The high number of respondents checking this category, if taken at surface value, is quite misleading. An in-depth probe into its underlying tendencies brings out a very important finding on age group preferences.

TABLE III

Actual number who checked each category:

Expanded Apres-ski activity	251
Lifts - more needed	96
Hot water	78
Prices too high	53
Noise	49
Ski School - too large	48
Grooming of hill	44
Restaurants	41
Service	23

The following table shows age breakdowns on respondents who checked or did not check expanded apres-ski activity. Percentage breakdowns pertain to specific age groups.

TABLE IV  
EXPANDED APRES-SKI ACTIVITY

Age	Checked Expansion		Did not check Expansion	
	No.	Percent	No.	Percent
18 yrs.	10	83	2	17
18-22 yrs.	16	80	4	20
23-30 yrs.	80	75	26	25
31-40 yrs.	83	64	46	36
41-50 yrs.	68	52	62	48
51 yrs. and over	17	40	26	60
Total	274	62	166	38
Overall total	440			

TABLE V  
CONTINGENCY TABLE ANALYSIS\*

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Critical value of Chi Square	11.1
Degree of acceptance or rejection	29.13
(Dependent Relationship)	

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These two statistical tabulations show there is a definite relationship between whether or not a respondent checked expanded apres-ski, and his age segment. In the extreme younger segment (18 years or under) 83 percent favored expanded apres-ski, and in the extreme older segment (51 years and over), only 40 percent favored expanded apres-ski. Thus, a minor hypothesis could be stated: there is a dependent relationship between these two variables.

#### Open Question

One open question was included at the end of each questionnaire. The open question was used as a final question in order to obtain general reactions on present apres-ski activity. It was not used as an initial question in order to prevent a first reaction from influencing the questionnaire itself.

In order to summarize response, the questions were edited and three different types of classifications were set up: (1) respondents favoring expansion, (2) respondents favoring status quo, and (3) no response. This procedure ordinarily would subject itself to some bias

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\* See Contingency Table 1, in Appendix B.

because of actual interpretation of respondents' written answers; however, the responses obtained fell very neatly into each classification. The chart breakdown is shown according to age segment.

Question 25. What is your opinion of the Apres-Ski life of the Big Mountain? Please tell us what you consider being done well or badly, and what improvements you believe are needed.

TABLE VI

Age	Expand		Status quo		No Response	
	No.	Percent	No.	Percent	No.	Percent
18 yrs.	7	58	3	25	2	17
18-22 yrs.	7	35	2	10	11	55
23-30 yrs.	63	59	12	11	31	29
31-40 yrs.	68	53	35	27	26	20
41-50 yrs.	70	54	30	23	30	23
51 yrs. and over	15	35	13	30	15	35
Totals	230	52	95	22	115	26
Overall total	440					

TABLE VII  
CONTINGENCY TABLE ANALYSIS\*

(Based on the first two categories)\*

Critical value of Chi Square	11.1
Degree of acceptance or rejection	11.9

(Dependent Relationship)

\* See Contingency Table 2 in Appendix B.

Contingency table analysis reflects a dependent relationship between response and age. Younger segments favor expansion, and in this table as in Table V, there is a trend showing the number of guests favoring expansion dropping off progressively from the younger group to the older group.

#### Higher Price on Ski Week Package

Many ski resorts with extensive apres-ski activity include this portion of entertainment in the total price of the ski week package. The ski week package sells at a higher price to cover apres-ski costs. This method could possibly be implemented in ski week packages at the Big Mountain. In order to justify its feasibility a question was included on it. Most consumers in surveys will report certain likes and dislikes in respect to a specific product, but when the question pertains to their pocketbooks, the truth usually comes to the surface. This, of course, was a touchy subject, and many respondents failed to answer it. In all total 370 persons checked it.

Question 23. Would you be willing to pay a higher price for a ski week package if Apres-Ski activity is expanded and included?

Check one, Yes ( ) -- No ( ).

TABLE VIII

	No		Yes		Undecided	
	No.	Percent	No.	Percent	No.	Percent
Montana	15	44	19	56	0	
East	49	62	27	35	2	3
West	154	60	100	39	4	1
Totals	218	59	146	39	6	2
Overall total	370					

A contingency table analysis was also utilized in order to attain an adequate in-depth understanding of this question. The minor hypothesis of the contingency table analysis was: Is willingness to pay more for a ski week package dependent or independent of age?

TABLE IX  
CONTINGENCY TABLE ANALYSIS\*

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Critical value of Chi Square	11.1
Degree of acceptance or rejection	29.7
(Dependent Relationship)	

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There is a definite dependent relationship between age and response. Those respondents in the younger age segments indicated they would be willing to pay a higher price on a ski week package if apres-ski activity is expanded and included, but the older segments indicated they would not pay a higher price.

In light of these findings another minor hypothesis was tested: Is there a dependent or independent relationship between age and the total amount of expenditures spent on apres-ski activity.

TABLE X  
CONTINGENCY TABLE ANALYSIS\*\*  
Age - Apres-Ski Expenditures

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Critical value of Chi Square	35.5
Degree of acceptance or rejection	38.9
(Dependent Relationship)	

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\* See Contingency Table 3 in Appendix B.

\*\* Findings based on Contingency Table 4, Appendix B.

The final tabulation in this table indicates that there is a dependent association between the age of a respondent and his apres-ski expenditure. Contingency Table 4 breakdowns indicate that expenditures on apres-ski activity are greatest in 23-30, 31-40, and 41-50 age brackets. The table also shows that apres-ski expenditures are less for those in the under 18 age bracket and the 18-22 age bracket. This is in part due to lower incomes, and also because the majority of these groups are not allowed in facilities serving alcoholic beverages. Expenditures were also lower in the 51-over age group than in the 23-30, 31-40, and 41-50 age groups.

#### Summary

Table II shows that apres-ski life rated tenth out of twelve categories in respect to what guests like best about the Big Mountain.

Tables III, IV, V, VI, and VII show there is a clearly defined dependent relationship between a respondent's age, and his outlook on the status quo of Big Mountain's apres-ski life and expansion of it. The extreme younger segment (18 and under) strongly favor expansion, and the extreme older segment (51 and over) favor the status quo and evidently do not think expansion is needed.

#### Age Breakdowns:

- Under 18 yrs. - Strongly favors Expanded Apres-Ski Activities
- 18-23 yrs. - Strongly favors Expanded Apres-Ski Activities
- 23-30 yrs. - Strongly favors Expanded Apres-Ski Activities
- 31-40 yrs. - Strongly favors Expanded Apres-Ski Activities
- 41-50 yrs. - Split into two factions
- Over 51 yrs. - Strongly favors status quo.



Table IV on the contingency analysis between age and apres-ski expenditures shows that the guests in the 23-30, 31-40, and 41-50 age groups spend more on apres-ski than the two extreme older and younger groups.

There are perhaps several reasons for the findings. It is a known fact on the Big Mountain that apres-ski entertainment is very limited for the extreme younger groups. This would have a direct relationship to their low apres-ski expenditures. In the 51 and over age group expenditures are also low on apres-ski activity. The spending pattern here is a reflection of a lack of participation by the guests in this group in apres-ski activity. Skiing is a very physically demanding form of recreation. Most of the older guests commented on the fact that they were not interested in apres-ski activity because after a day of skiing they were too tired to participate.

On the basis of these findings in this section, the major hypothesis has neither been proven or rejected. Instead, it has been modified somewhat. It is apparent that 57 percent of guests do favor expanding apres-ski activity. The percentage of guests favoring expansion drops off progressively through the age groups from young to old.

It is obvious that present apres-ski life is not in accordance with the tastes of the younger market segments, and Big Mountain needs to implement new apres-ski activity that is in accordance with their tastes.

The next chapter is on guests' opinions of future apres-ski activities.

## CHAPTER V

### ANALYSIS OF GUEST REACTIONS ON FUTURE APRES-SKI ACTIVITY

The major hypothesis is that the Big Mountain should implement new apres-ski activity in accordance with the growth transition. This chapter focuses on the problem of determining what types of activities the Big Mountain should implement into its future operations.

Winter Sports Inc. is interested in what types of apres-ski activity their guests would like to see offered by the resort in the future. The firm is interested in finding out what types of apres-ski recreation should be offered, and also what types of music entertainment and improvements should be implemented in improving the apres-ski atmosphere in lounge and bar facilities.

The Mountain is in the tentative long-range planning stage in respect to operating on a year-round basis. In order to provide insight on what types of sporting activities should be offered during the summer months, a question on summer activity has been included. Also included was a question on providing a day-care service for children during the ski season. Guest clientele consists of many young families with small children, and the firm is in tentative planning for a day-care service to be started during the 1971-72 ski season.

#### Apres-Ski Music Entertainment

Because the Big Mountain caters to all age market segments, it has a problem in featuring different types of live musical entertainment that appeals to all ages. In order to focus on this problem, the following question was employed.

Question 16. Rank in order of preference the following types of live entertainment you would like to see provided by the Big Mountain.

( ) Hard Rock, ( ) Soft Rock, ( ) German, ( ) Folk, ( ) Dixieland,  
( ) Piano Bar.

The respondent was asked to check each of these six categories, and the preference range was from 1-6. Again, as in all ranking questions in the survey, most respondents did not check all six categories, but only those which they preferred the most. The tabulation procedure was done by taking the total number who checked each category, and then taking the total percentage of those who checked it in the top three preference range.

The following table shows the order of preference. Piano Bar ranked number one, and Hard Rock ranked number six.

TABLE XI

	Total checking each category	Percentage checking in top 3 preference range
1. Piano Bar	263	82%
2. Soft Rock	249	80%
3. Folk	202	77%
4. German	187	66%
5. Dixie	170	59%
6. Hard Rock	161	55%

It was also necessary to test the following minor hypothesis: Is preference for a specific type of music dependent or independent of age? A contingency table tabulation was done on each of the six music groups.

TABLE XII  
CONTINGENCY TABLE ANALYSIS  
Age - Music Entertainment

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1. Piano Bar	
Critical value of Chi Square	11.1
Degree of acceptance or rejection	7.7
(Independent Relationship)*	
2. Soft Rock	
Critical value of Chi Square	11.1
Degree of acceptance or rejection	11
(Independent Relationship)*	
3. Folk	
Critical value of Chi Square	11.1
Degree of acceptance or rejection	12.6
(Dependent Relationship)*	
4. German	
Critical value of Chi Square	11.1
Degree of acceptance or rejection	19.3
(Dependent Relationship)*	
5. Dixieland	
Critical value of Chi Square	11.1
Degree of acceptance or rejection	58.1
(Dependent Relationship)*	
6. Hard Rock	
Critical value of Chi Square	11.1
Degree of acceptance or rejection	14.4
(Dependent Relationship)*	

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---

\* See Contingency Tables 5 through 10 in Appendix B.

The tables show that in only two categories, Piano Bar and Soft Rock, preference is not directly associated to age. Dixieland and Hard Rock are at the other extreme. Both of these two types of music are preferred by distinct age groups. Appendix Tables 9 and 10 show that Hard Rock offends the older age segments, and Dixieland offends the younger age segments.

#### Atmosphere of Lounge and Bierstube Facilities

Apres-ski life at the Mountain is centered around the Ptarmigan Lounge and the Bierstube. Both of these facilities have been constructed within the past three years. Management is interested in guests' reactions on the atmosphere of these new facilities. Two questions have been included in the questionnaire on the Bierstube and the Lounge to determine whether or not changes in these facilities should be implemented.

Question 17. How do you regard the atmosphere of the Ptarmigan Room Lounge?

TABLE XIII

	Unfavorable	-3	-2	-1	0	+1	+2	+3	Favorable
		6%	5%	5%	21%	29%	21%	12%	
Total Minus		16%							
Total Average		21%							
Total Plus		62%							
Total Response		402							

Question 18. How do you regard the atmosphere of the Bierstube?

TABLE XIV

	Unfavorable	-3	-2	-1	0	+1	+2	+3	Favorable
		2%	2%	4%	8%	23%	31%	29%	
Total Minus		8%							
Total Average		8%							
Total Plus		83%							
Total Response		424							

The difference in these tables is not significant, but in general respondents rated the Bierstube atmosphere at a higher favorability level than the lounge.

#### Apres-Ski Recreation

Apres-ski activity at the Mountain in the past has been oriented towards relaxation in bar and lounge facilities. The firm needs insight in planning what types of apres-recreation should be added in addition to these facilities. In the following question respondents were asked to rank the listed apres-ski entertainment categories in order of their preference.

Question 15. Rank in order of your preference the following apres-ski activities which you would like to see provided by the Big Mountain. 1st preference - 2nd preference, etc. ( ) Ice skating, ( ) Swimming, ( ) Teen-age Discotheque, ( ) Sledding, ( ) Movies, ( ) Dancing, ( ) Other (Specify).

The following table shows the final percentage tabulations:

TABLE XV

	Total checking each category	Percentage checking in top 3 preference range
1. Swimming	335	91%
2. Dancing	279	82%
3. Movies	237	75%
4. Ice Skating	208	67%
5. Teen-age Discotheque	135	49%
6. Sledding	105	37%

Respondents in the survey reported they would like to see the Big Mountain provide a heated swimming pool for guests. Dancing ranked second and Movies ranked third. Little interest was shown in sledding or the teen-age discotheque categories.

#### Summer Activity

In order to aid Winter Sports Inc. in decision making on long-range planning in respect to the summer season, guest reactions were polled in the following question.

Question 22. Rank in order of preference the following summer activities you would like to see offered by the Big Mountain. ( ) Swimming, ( ) Golf, ( ) Riding Stables, ( ) Hiking trips, ( ) Guided Tours, ( ) Boys Ranch, ( ) Tennis, ( ) Other (Specify).

The following table shows the final percentage tabulations.

TABLE XVI

	Total number checking category	Total percentage checking top 3 preference
1. Swimming	207	85%
2. Riding Stables	202	77%
3. Hiking Trips	184	72%
4. Golf	165	71%
5. Tennis	162	58%
6. Guided Tours	103	33%
7. Boys Ranch	83	18%

Because the survey polled a skiing winter recreation group, interest was very low on this question; however, the final breakdowns are good indications of future summer possibilities at the resort. Swimming again was rated as the guests' first preference, with riding stables rating second, and hiking third.

#### Day-Care Center

Guests interested in a day-care service would in most cases be young married couples. In order to focus on these guests, final tabulations included here are from responses of those young married guests who fall into the 18 - 22 age bracket, 23 - 30 age bracket, and the 31 - 40 age bracket. The guests in these brackets would be the most likely prospects for a day-care center.

Question 19. If the Big Mountain offered a day-care service for children, would you use it? Yes ( ) - No ( ).



TABLE XVII  
DAY-CARE SERVICE

Age	Total response Yes	Percent	Total response No	Percent
18 - 22 yrs.	1	7%	13	93%
23 - 30 yrs.	40	48%	43	52%
31 - 40 yrs	35	31%	79	69%
Totals	76	36%	135	64%
Overall total	211			

Confidence Interval: Respondents checking Yes on Day-Care Center.

Low - 25%                      High - 47%

The universe confidence interval reflects the percentage in favor of a day-care center in these three age groups.

### Summary

In respect to the major hypothesis: the Big Mountain must implement new apres-ski activities in adjusting its operations in line with the characteristics of their growth transition, this chapter reflects very significant findings. If this chapter could be isolated from the entire research report, the overwhelming response alone on these questions would reflect a definite desire on the part of respondents polled for additional apres-ski activity. It is interesting to note that many respondents who did not favor expansion in the previous chapter contradicted themselves in actually answering these questions. The response

here supports the major hypothesis.

The last chapter on recommendations and conclusions ties in the findings of the last three chapters, and attempts to justify what actions are pertinent in light of the hypothesis.

## CHAPTER VI

### CONCLUSIONS AND RECOMMENDATIONS

#### Conclusions

Hypothesis: The Big Mountain must implement new apres-ski activity in adjusting its operations in line with the characteristics of its growth transition.

The findings demonstrate that there is a clearly defined dependent relationship between a respondent's age, his outlook on the status quo of Big Mountain's apres-ski life, and expansion of it. The extreme younger segment (18 years and under) strongly favor expansion, and the extreme older segment (51 years and over) do not favor expansion. The percentage of guests favoring expansion drops off progressively through the age groups from young to old. On the basis of these findings a minor hypothesis can be formulated: there is a dependent relationship between a respondent's age and whether or not he favors expanded apres-ski.

Although there is a dependent relationship with age, the findings in Chapter IV show evidence that a majority of guests favor expansion when all age groups are taken into consideration as a whole.

It is evident that despite the age factor there seem to be two distinct factions: one faction strongly favors expanded apres-ski activity, and the other strongly favors the status quo. This pattern permeates throughout all age groups; however, the faction favoring expansion is larger than the faction opposing expansion. In light of

these findings, it can be stated that there is valid evidence that the working hypothesis is true.

This section summarizes the subdecisions involved in arriving at this final decision on the working hypothesis.

Findings in Chapter IV, which covers guest opinions in respect to present apres-ski life, show that it is very much the same at Big Mountain as it is at other integrated resorts. Question 20 on likes and dislikes of various categories illustrates the fact that present apres-ski life is rated tenth out of the twelve categories.

The major findings in Chapter IV are reflected in Tables III and VI. Table III shows that out of the actual sample total of 440 guests, 251 guests favored expanded apres-ski activity, for a total of 57 percent. The estimated universe confidence interval in respect to this question shows a low of 51.4 percent and a high of 62.6 percent. This universe confidence interval establishes the fact that, if the entire universe were polled, a significant percentage of guests do in fact favor expansion.

Table IV on the percentage breakdown on age and the Contingency Table Analysis V reflect a dependent relationship between age and outlook on expanding apres-ski life. Table VI and its contingency analysis table show that on open question response there is also a dependent relationship between age and response on expansion.

In summarizing the conclusions of this chapter, it can be stated that a majority of former guests favors expansion. Younger segments are the strong advocates of expansion, and older segments are the major opponents of it, or indifferent to it.

Opinion responses on the apres-ski question reflect two distinct factions in respect to the major hypothesis. The following excerpts comprise actual quotations by guests on the open question and serve to demonstrate the feelings of these two divided factions.

Pro-expansion opinions:

Not much to do except drink--need ice skating, movies, swimming, etc.

Apres-ski life is virtually non-existent. Some live music and dancing, or showing old "camp" movies, or swimming, or indoor ice skating might go over well.

Your present system shows boredom setting in. Apres-ski could be improved.

Atmosphere OK, but too few facilities and entertainment not top quality.

Live entertainment needed.

More entertainment is needed for teenagers. There is lots for people to do 21 years and over.

There just isn't enough--nothing really swinging, etc., entertainment is non-existent or poor.

What is there is great. Expansion and diversification would provide full entertainment in the evenings.

The place needs some improvements, landscaping and apres-ski life. Give the place some identification.

Anti-expansion opinions:

Good family resort--low keyed and more enjoyable. Liked the unhurried way of life and uncrowded facilities.

We like it just the way it is. We prefer good skiing conditions and reasonable lift lines instead of night life.

Please don't make your very nice place into another Aspen or Vail. I go to Big Mountain to ski.

We loved it because everything is so close together. It doesn't take long to get any place. It's small enough so everyone feels included and can get to know a lot of people. Don't lose this quality.

If I wanted a Sun Valley or Aspen, I would have gone there.

Most relaxing--don't get into the 'Rat Race' with other areas.

Don't try and copy the glamour spots, this is a family spot.

Adequate facilities--over expansion in this area would detract from the family atmosphere.

Please don't make it a swingers' place like Aspen.

These responses show that the faction opposing expanded apres-ski activity on the Mountain think that the resort offers a good "family atmosphere." They ski Big Mountain because it offers a close-knit, unhurried, and friendly atmosphere. This faction skies the Big Mountain because of its relaxing and low-keyed qualities. In fact, they come to Big Mountain to ski, and a "swinging night life" is what they are trying to avoid. Respondents in this group indicate they strongly favor "smallness" in comparison to the high-keyed commercialized apres-ski atmosphere of a super resort like Aspen or Sun Valley.

Advocates of expanded apres-ski point out that present apres-ski activity is centered around "drinking," and that more activity is needed along the lines of apres-ski sports, family entertainment, and teenage entertainment. This faction also points out that more live music is needed.

Although the two factions are opposite in their views on expanded apres-ski activity, it is evident there is a feeling of unanimity which both have in common in respect to Big Mountain's basic "appeal." It is the resort's skiing, short lift lines, snow, and groomed runs that are its major drawing cards. Its apres-ski atmosphere seems to be a secondary consideration to the average skier. Apparently Big Mountain's guests are "serious skiers" rather than "apres-ski seekers."

### Future Apres-Ski Activities:

Chapter V focuses on what types of apres-ski activity the Mountain should implement in the future. Table XI reflects guest opinions on live music entertainment. Guests overwhelmingly favor a Piano Bar and Soft Rock music. Preferences in both of these two types of music are independent of age. Music categories which have a definite dependent relationship with age are Folk, German, Dixieland, and Hard Rock. Because of the Mountain's problem in catering to all age groups in lounge and bar facilities, the resort should feature soft rock and piano bar entertainment to please all age segments.

Apres-ski recreation, Table XV, and summer activity, Table XVI, show important findings in respect to apres-ski recreation and sports. In both tables, swimming far out-ranked the other activities listed. Table XV shows dancing and movies rated behind swimming. In the summer activity question, guests rated riding stables and hiking trips second and third after swimming.

Although only 57 percent of the respondents favored expanded apres-ski activity in Chapter V, the majority of guests checked categories in the questions related to increasing apres-ski activity. In respect to the working hypothesis, the response in these questions demonstrate the fact that although guests do not favor heavy commercialization and extensive apres-ski activity, they do favor expansion on a limited scale.

### Skier Profile:

As brought into sharp focus by this survey, the average Big Mountain skier is middle-aged, affluent, well-educated, and largely white collar in profession.

Even more significant in respect to the working hypothesis is his dedication to skiing. The average Big Mountain skier has skied an average of nine years. In most instances his or her spouse is a skier also. The Big Mountain guest is the head of a skiing family, and he brings his family to the Big Mountain because it offers a family atmosphere.

These findings on the resort's skier profile reinforce the finding of Chapter IV in respect to the Mountain's major appealing characteristic. The resort draws skiing families who are vacationing at the Mountain, and apres-ski activity is secondary.

It could be concluded on the basis of the findings in each of these chapters that, Big Mountain, for the most part, has been offering the kind of product desired by the "serious skier," who makes up the majority of its clientele. Its guests are not interested in seeing it develop into an Aspen or Vail, but would like to see it remain a small family resort. However, in respect to the working hypothesis, it can be concluded that they favor expanded apres-ski life on a small scale. The Mountain's skier wants to see a few more apres-ski activities offered, but does not want a heavily commercialized area appealing to the "apres-ski swinger," whose primary interest is swinging rather than skiing.

### Recommendations

It seems as though Winter Sports Inc.'s main challenge in the future is to maintain the kind of facilities demanded by the serious skier, while keeping up with a constantly expanding clientele which will be increased tremendously when the Big Mountain Development Corporation



tentative plans for a 4,000 guest village are finalized.

Big Mountain has been growing rapidly, and several of the old time guests commented on the fact that even though it is still a small family resort, it has lost some of its smallness during the past five years. All indications point toward more growth, and the Mountain may develop a new image in the future. In order to attain a degree of smoothness in this growth transition, Winter Sports Inc.'s major task will be to implement apres-ski activity on a limited scale that will please guests favoring expanded apres-ski life, and yet successfully please the negative faction opposing it. The following paragraphs include a recommended program of planned action that Winter Sports Inc. should initiate in implementing apres-ski activity in order to accomplish this purpose.

#### Apres-Ski Sports:

Winter Sports Inc. should definitely construct a heated swimming pool. In the questions on winter apres-ski recreation a total of 91 percent of 335 guests responding checked swimming in their top three preferences. Respondents on summer recreation rated swimming high also. A total of 207 guests checked swimming, and 85 percent checked it in the top three preference range. In view of this high response, a heated pool would be a real asset to the resort's winter apres-ski activity and its summer season in accommodating convention guests.

#### Apres-Ski Entertainment:

Response on the atmosphere of the Ptarmigan lounge and open-question opinion response indicate a need for improving its present atmosphere. Out of 203 respondents checking the music entertainment

question, 82 percent checked Piano Bar in their top three preference range. A piano bar also appealed to all age market segments. Therefore, a piano bar should be implemented into the Ptarmigan Lounge operations.

The new 19-year-old drinking law which will go into effect in Montana in July, 1971, will alleviate the problem of providing activity for the 19-20 year old skiers. The Bierstube should be keyed to this segment, and yet still appeal to older age segments also. A variety of entertainment should be scheduled in the Bierstube to appeal to all age segments. Soft Rock and Folk music would be the best choice for accomplishing this purpose. Two hundred and seventy-nine guests checked dancing, and 82 percent rated it in the top three preference range. Soft Rock music in the Bierstube would provide an atmosphere for dancing that would appeal to both the young and old alike.

#### Day-Care Center:

In the 18-22, 23-30, and 31-40 age groups, 36 percent indicated they would utilize a day-care service center. The universe confidence interval consisted of a high of 25 percent and a low of 47 percent. Big Mountain should offer a small day-care service center. This service would not only appeal to the long-stay vacation guests, but day-time skiers also.

#### Teenage Activity:

Further research is needed pertaining to the tastes of Big Mountain's younger guests. This survey was limited in polling a large percentage of opinions of the young age groups. The respondents polled in the 18 and under group and many adults commented on the fact that

apres-ski activity on the Mountain catered only to the older age groups. It is evident that steps will have to be taken in aligning some activities to the tastes of the resort's young guests. The Big Mountain should construct a multi-purpose facility for young guests which could be utilized as a coke bar, game room, and teenage discotheque. Other possibilities for the youth segment need further polling.

In closing, it is appropriate to consider the findings of question 24 that was included in the questionnaire: Are you planning on skiing Big Mountain next year? Yes ( ) - No ( ).

Yes - 75%

No - 12%

Undecided - 13%

Of the total guests polled, 75 percent indicated they are coming back to the Big Mountain to ski during the 1971-72 ski season. This is perhaps the most significant indicator of the success of Big Mountain's total "vacation package." Added apres-ski activity on a limited scale should indeed reinforce the attractiveness of this package.



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## APPENDIX A

### QUESTIONNAIRE

## APPENDIX A

### BIG MOUNTAIN SKIER QUESTIONNAIRE

We want to thank you for being a guest at the Big Mountain and in order to have you consider favorably a future trip we would like your ideas on how we can make your stay more enjoyable. The following questions are designed to give you the opportunity to tell us what you would like at The Big Mountain. Each person who sends in a questionnaire is eligible to win a free ski week for 1 at The Big Mountain during the 1971-72 ski season.

In order to keep your responses anonymous, we will remove the questionnaire from the envelope. Only envelopes will be utilized in the actual drawing. Remember to include your return address on the envelope. The drawing will be held on the 5th of May and include all envelopes post-dated on the 30th of April. Thank you for your time and effort.

1. Please indicate how many years you have skied. Check one:  
☐ 0-1                      ☐ 6-9                      ☐ 11-14                      ☐ 20-29  
☐ 2-5                      ☐ 10                      ☐ 15-19                      ☐ 31-40
2. Please indicate how many times you have skied The Big Mountain.  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 or more.
3. Please check the box that includes your age.  
☐ Under 18 ☐ 18-22 ☐ 23-30 ☐ 31-40 ☐ 41-50 ☐ 51 and over.
4. Indicate your sex. ☐ Male ☐ Female
5. Are you (check one) ☐ Married ☐ Single
6. If married, how many of your dependent sons and daughters ski?  
Number who ski \_\_\_\_\_
7. If married does your husband or wife ski? (Check one)  
☐ Yes ☐ No
8. Check the highest year of school you have completed.  
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐ 11 ☐ 12  
☐ 13 ☐ 14 ☐ 15 ☐ 16 ☐ 17 ☐ 18 ☐ 19 ☐ 20
9. Are you presently a student? (check one) ☐ Yes ☐ No
10. What was the total cost for yourself only of your last SKI VACATION TRIP to The Big Mountain? Estimate the approximate cost for each item listed below. Include both the expenditure you personally made for yourself as well as expenditures made for you by someone

else. (Do not include expenditures you made for friends or family members who accompanied you.)

- |                               |          |                              |          |
|-------------------------------|----------|------------------------------|----------|
| 1. Vacation "package plan" \$ | _____    | 5. Ski School Instruction \$ | _____    |
| 2. Lodging and Meals          | \$ _____ | 6. After-ski activities      | \$ _____ |
| 3. Ski Lift Tickets           | \$ _____ | 7. Ski rental or repair      | \$ _____ |
| 4. Ski Equipment              | \$ _____ | 8. Other expenditures        | \$ _____ |

11. What is your occupation? \_\_\_\_\_
12. What is your approximate annual income before taxes and payroll deductions?  
NOTE: Married persons should indicate the joint income of both husband and wife. Students living at home, or away from home, and largely or completely dependent on family support, should indicate the combined income level of themselves and their parents.

Check ( ) the appropriate income category below.

- |                        |                          |
|------------------------|--------------------------|
| ( ) Under \$4,000      | ( ) \$10,000 to \$14,999 |
| ( ) \$4,000 to \$6,499 | ( ) \$15,000 to \$24,999 |
| ( ) \$6,500 to \$9,999 | ( ) \$25,000 and over    |

13. How do you regard the general service here? (Check one)  
( ) Better than elsewhere ( ) Same as elsewhere  
( ) Worse than elsewhere
14. How would you rate our Apres-Ski life here? (Check one)  
( ) Better than elsewhere ( ) Same as elsewhere  
( ) Worse than elsewhere
15. Rank in order of preference (by placing an appropriate number in the box provided) the following Apres-Ski activities which you would like to see provided by The Big Mountain.
- 1st preference (1) 2nd preference (2) etc.
- |                     |              |                         |
|---------------------|--------------|-------------------------|
| ( ) Ice skating     | ( ) Swimming | ( ) Teenage Discotheque |
| ( ) Movies          | ( ) Dancing  | ( ) Sledding            |
| ( ) Other (Specify) | _____        |                         |
16. Rank in order of preference the following types of live entertainment you would like to see provided by The Big Mountain.
- |               |                     |            |          |               |
|---------------|---------------------|------------|----------|---------------|
| ( ) Hard Rock | ( ) Soft Rock       | ( ) German | ( ) Folk | ( ) Dixieland |
| ( ) Piano Bar | ( ) Other (Specify) | _____      |          |               |
17. How do you regard the atmosphere of the Ptarmigan Room Lounge?
- |             |     |     |     |     |     |     |     |           |
|-------------|-----|-----|-----|-----|-----|-----|-----|-----------|
| Unfavorable | -3  | -2  | -1  | 0   | +1  | +2  | +3  | Favorable |
|             | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) | ( ) |           |
18. How do you regard the atmosphere of the Bierstube?



Unfavorable   -3   -2   -1   0   +1   +2   +3   Favorable  
                   ( )   ( )   ( )   ( )   ( )   ( )   ( )

19. If the Big Mountain offered a day-care service for children, would you use it? (Check one) ( ) Yes ( ) No
20. What do you like best about our area? (Rank in order of preference)
- |                          |                                |
|--------------------------|--------------------------------|
| ( ) Skiing-hill grooming | ( ) Beauty of area             |
| ( ) Shops                | ( ) Friendliness of employees  |
| ( ) No lift lines        | ( ) Apres-ski life             |
| ( ) Restaurants          | ( ) Facilities of Big Mountain |
| ( ) Service              | ( ) Bus Service                |
| ( ) Ski School           | ( ) Atmosphere                 |
21. What improvements would you suggest? Check the ones that you feel need improvements.
- |                        |                                 |
|------------------------|---------------------------------|
| ( ) Lifts--More needed | ( ) Ski School--too large       |
| ( ) Noise              | ( ) Prices too high             |
| ( ) Hot water          | ( ) Reservations                |
| ( ) Service            | ( ) Expanded Apres-Ski Activity |
| ( ) Grooming of hill   | ( ) Other (Specify) _____       |
22. Big Mountain presently offers convention facilities, lodging accommodations, and meals in the summer season. (Rank in order of preference by placing an appropriate number in the box provided) the following summer activities you would like to see provided by The Big Mountain.
- |                  |                           |                    |
|------------------|---------------------------|--------------------|
| ( ) Swimming     | ( ) Golf                  | ( ) Tennis         |
| ( ) Hiking trips | ( ) Guided tours          | ( ) Riding Stables |
| ( ) Boys Ranch   | ( ) Other (Specify) _____ |                    |
23. Would you be willing to pay a higher price for a ski week package if Apres-Ski activity is expanded and included? ( ) Yes ( ) No
24. Are you planning on skiing Big Mountain next year? ( ) Yes ( ) No
25. What is your opinion on Apres-Ski life of The Big Mountain? Please tell us what you consider being done well or badly, and what improvements you believe are needed.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
26. We would like your additional comments on any of the above questions or something we've missed.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Thank you for your assistance in planning The Big Mountain's future recreation opportunities.

## APPENDIX B

### CONTINGENCY TABLES

CONTINGENCY TABLE 1

## APRES-SKI

Ages	Yes's	No's	Relationships
18	10 = .9	2 = 1.5	$R_1 = 12$
18-22	16 = 1.1	4 = 1.7	$R_2 = 20$
23-30	75 = 4.3	21 = 6.6	$R_3 = 96$
31-40	78 = 0	46 = 0	$R_4 = 124$
41-50	54 = 2.9	57 = 2.4	$R_5 = 43$
50 and over	17 = 3.4	26 = 5.5	$R_6 = 43$
Totals	250 12.6	156 17.7	338

11.1 = critical value of chi square

29.13 = degree of acceptance or rejection

Dependent Relationship

CONTINGENCY TABLE 2

## OPEN QUESTION--EXPAND APRES-SKI

Ages	Checked Expansion	Didn't Check Expansion	Relationships
18	7 = .0	3 = .1	$R_1 = 10$
18-22	7 = .1	2 = .2	$R_2 = 9$
23-30	63 = 1.8	12 = 4.5	$R_3 = 75$
31-40	68 = .3	35 = 8	$R_4 = 103$
41-50	70 = .0	30 = .1	$R_5 = 100$
50 and over	15 = 1.2	13 = 2.8	$R_6 = 28$
Totals	230 3.4	95 8.5	325

11.1 = critical value of chi square

11.9 = degree of acceptance or rejection

Dependent Relationship

CONTINGENCY TABLE 3  
WILLINGNESS TO PAY MORE FOR A SKI WEEK PACKAGE

Ages	Yes's	No's	Relationship
18	4 = 1.2	8 = 1.8	$R_1 = 12$
18-22	1 = 8.6	17 = 9.5	$R_2 = 18$
23-30	46 = .2	38 = .2	$R_3 = 84$
31-40	71 = .1	46 = .2	$R_4 = 117$
41-50	76 = .2	48 = .3	$R_5 = 124$
51 and over	31 = 3.2	8 = 4.2	$R_6 = 39$
Totals	229 13.5	165 16.2	394

11.1 = critical value of chi square

29.7 = degree of acceptance or rejection

Dependent Relationship

CONTINGENCY TABLE 4  
APRES-SKI EXPENDITURE

Amount of Money Spent	\$5	\$10	\$20	\$30	\$40	\$50	\$80	\$100
R								
$R_1 = 6$ 18	2=3.3	0= .5	0= .2	0= .1	0= .4	0= .8	0= .2	0= .3
$R_2 = 11$ 18-22	3=3.3	4=1.7	1=1	2= .1	1= .1	0=1.4	0= .1	0= .5
$R_3 = 77$ 23-30	7= .1	15= .1	20= .1	14= .1	3=1.1	12= .5	3= .5	2= .5
$R_4 = 90$ 31-40	4=2.5	12=1.7	27=1.2	21= .5	6=0	12=0	3= .2	5= .3
$R_5 = 89$ 41-50	8= .1	18= .2	15=2	18=0	10=2.3	14= .5	1= .9	5= .4
$R_6 = 29$ 51+	5=5	7= .4	8= .1	5= .1	1= .5	1=2	1= .1	1= .1
302	29=14.3	59=4.5	73=4.5	60=1.9	21=4.4	39=5.2	8=2	13=2.1
35.9								

35.5 = critical value of chi square

38.9 = degree of acceptance or rejection

Dependent Relationship

CONTINGENCY TABLE 5  
MUSIC ENTERTAINMENT--PIANO BAR

Ages	1-2-3 Preference Range	4-5-6 Preference Range	Relationship
18	0 = .9	1 = .8	$R_1 = 1$
18-22	7 = .3	3 = 2.2	$R_2 = 10$
23-30	49 = .3	10 = .9	$R_3 = 59$
31-40	73 = .0	10 = .0	$R_4 = 83$
41-50	77 = .1	8 = .6	$R_5 = 85$
51 and over	24 = .2	1 = 1.4	$R_6 = 25$
Totals	230 1.8	33 5.9	263

11.1 = critical value of chi square

7.7 = degree of acceptance or rejection

Independent Relationship

CONTINGENCY TABLE 6  
MUSIC ENTERTAINMENT--SOFT ROCK

Ages	1-2-3 Preference Range	4-5-6 Preference Range	Relationship
18	8 = .2	0 = 1.3	$R_1 = 8$
18-22	18 = .1	2 = .4	$R_2 = 20$
23-30	73 = .6	6 = 3.2	$R_3 = 79$
31-40	61 = .9	21 = 5.3	$R_4 = 82$
41-50	37 = .0	7 = .0	$R_5 = 44$
51 and over	13 = .0	3 = .0	$R_6 = 16$
Totals	210 1.8	39 10.2	249

11.1 = critical value of chi square

11 = degree of acceptance or rejection

Independent Relationship

CONTINGENCY TABLE 7  
MUSIC ENTERTAINMENT--FOLK

Ages	1-2-3 Preference Range	4-5-6 Preference Range	Relationship
18	10 = .6	0 = 2	$R_1 = 10$
18-22	12 = .1	4 = .2	$R_2 = 16$
23-30	42 = .7	18 = 2.8	$R_3 = 60$
31-40	58 = .7	7 = 2.9	$R_4 = 65$
41-50	33 = .0	8 = .1	$R_5 = 41$
50 and over	6 = .5	4 = 2	$R_6 = 10$
Totals	161 2.6	41 10	202

11.1 = critical value of chi square

12.6 = degree of acceptance or rejection

Dependent Relationship

CONTINGENCY TABLE 8  
MUSIC ENTERTAINMENT--GERMAN

Ages	1-2-3 Preference Range	4-5-6 Preference Range	Relationship
18	1 = .7	2 = 1.8	$R_1 = 3$
18-22	1 = 1.2	3 = 4	$R_2 = 4$
23-30	26 = .7	15 = 2.1	$R_3 = 41$
31-40	51 = .1	20 = .3	$R_4 = 71$
41-50	47 = 1.1	7 = 3.2	$R_5 = 54$
51 and over	14 = 1.7	0 = 3.5	$R_6 = 14$
Totals	140 5.5	47 14.9	187

11.1 = critical value of chi square

20.4 = degree of acceptance or rejection

Dependent Relationship

CONTINGENCY TABLE 9  
MUSIC ENTERTAINMENT--DIXIE

Ages	1-2-3 Preference Range	4-5-6 Preference Range	Relationship
18	0 = 2.6	4 = 2.7	$R_1 = 4$
18-22	2 = 2.1	8 = 11.6	$R_2 = 10$
23-30	14 = 7.1	38 = 8.3	$R_3 = 52$
31-40	32 = .3	22 = .3	$R_4 = 54$
41-50	32 = 6.3	6 = 7.5	$R_5 = 38$
51 and over	12 = 4.7	0 = 5.5	$R_6 = 12$
Totals	92 23.1	78 35.9	170

11.1 = critical value of chi square

58.0 = degree of acceptance or rejection

Dependent Relationship

CONTINGENCY TABLE 10  
MUSIC ENTERTAINMENT--HARD ROCK

Ages	1-2-3 Preference Range	4-5-6 Preference Range	Relationship
18	7 = 1.5	1 = 1.9	$R_1 = 8$
18-22	12 = 1.3	4 = 1.5	$R_2 = 16$
23-30	43 = .6	27 = .7	$R_3 = 70$
31-40	18 = 1.5	26 = 1.9	$R_4 = 44$
41-50	8 = 1.3	14 = 1.7	$R_5 = 22$
51 and over	0 = 0	1 = .5	$R_6 = 1$
Totals	88 6.2	73 8.2	161

11.1 = critical value of chi square

14.4 = degree of acceptance or rejection

Dependent Relationship